



St Barnabas
Hospice • Care • Support

2017-2022

HOSPICE CARE FOR EVERYONE

A five-year strategy for
clinical services



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StBarnabasHospice.co.uk

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OUR FIVE-YEAR VISION

We are delighted to share with you the five-year vision for our clinical services. This clinical strategy will help to support and complement the over-arching organisational strategy, and will reflect what future hospice care will look like in Lincolnshire.

This means more local and integrated services to improve access and to help people live well within their communities. They will be supported by specialists where necessary, to improve quality of life, choice and wellbeing.

We embrace our responsibility as the provider of choice for specialist and supportive, palliative and end of life care services in Lincolnshire. However, to deliver our vision we require a robust, sustainable organisation that works as part of a whole system with both established and developing care and support economies.

The clinical strategy also sits within the wider strategic context of the Lincolnshire-wide Sustainability and Transformation Partnership (STP), the national Ambitions for Palliative and End of Life Care guidance and the NHS Five Year Forward View. The STP sets out a framework for service change in primary, community, acute and specialist care across Lincolnshire. The Trust is working closely with commissioners and other providers to support transformation and integration.

Our strategy is the result of discussion and consultation with health care

professionals, staff and volunteers. This collaboration has enabled us to set out a strategy to develop new ways of working that will meet the increasing demand and diverse demographic challenges we face across Lincolnshire, recognising also that to meet the needs of our communities, one size doesn't fit all.

This strategy will need to remain flexible and will evolve during the forthcoming five years to ensure that the Trust meets the needs of the growing number of people and their families facing the end of their life.

Michelle Webb
Director of Patient Care



Georgina Keenleyside
Medical Director



Jane Bake
Director of Innovation



OUR VISION, MISSION & VALUES

OUR VISION

is a world where dying with dignity, compassion and having choices is a fundamental part of a life.

OUR MISSION

is to ensure all individuals facing the end of their life in Lincolnshire receive dignified, compassionate care when they require it and where they ask for it.

OUR VALUES



Aiming High

We reach for excellence and set the standard for others to follow. Celebrating individual and collective success and actively looking for ways to be even better.



Being Courageous

We push boundaries and provide challenge – standing up for what is right and supporting others to make a difference across all aspects of our work.



Working Better Together

We recognise the power of community; building connections and relationships which help us make a positive contribution. Respecting and valuing all contributions - we are ONE team, united and inspired by our common purpose.



Having Heart

People are at the centre of all we do. We're proud of our ability to work in tough situations with resilience, empathy and kindness.



Doing it Right

We are ethical, honest and use resources respectfully. Taking responsibility for our actions and doing what we say we'll do – we challenge others to do the same.

OUR AMBITION: HOSPICE CARE FOR EVERYONE

St Barnabas Hospice Trust was founded in 1979 to provide a haven of comfort, care and relief for patients in Lincolnshire. During the ensuing years there has been significant growth and development of the care services, including bereavement, welfare and family support services as well as hospice at home and day therapy.

Our strategy enables us to look to the future and ensure that we continue to grow and develop. We need to live in a county where each death matters. This means extending our concern beyond the care required by those living with predictable life-shortening illness. This will ensure a better response from the health and care system and society, to sudden, unpredictable, or very gradual dying.

OUR STRATEGIC GOALS

1

Ensure that hospice care is available to everyone, when they require it and where they ask for it.

2

Achieve an "Outstanding" Care Quality Commission rating and strive to exceed the expectations of those we serve.

3

Empower our workforce to be leaders in innovative models of palliative and end of life care.

4

Coordinate and connect services that are fit for the people of Lincolnshire.

6

Deliver services that are value for money and achieve positive outcomes for patients, families, communities and the wider health & social care economy.

5

Develop therapeutic relationships with patients and their families to maximise comfort and wellbeing, maintaining professional contact, whilst promoting self and family care.

7

Empower communities to identify and support those at the end of life.

8

Generate income streams to support the sustainability of the organisation.

OUR ENVIRONMENT

The population in Lincolnshire is increasing by 1% per year, with a growing older population and a marked reduction in the number of young people living in the county. This equates to an additional 112,000 people by 2037. Many of these people will be older; the number of people over 75 years will double and those over 85 year will triple in the next 20 years.

In the future there will be fewer carers under 60 years of age, and an increasing number of frail and older people, including those with chronic ill health, acting as carers. In addition, the number of people living as lone households is predicted to rise by as much as 80% by 2030. Loneliness is a significant cause of both physical and mental ill health, and also reduces the likelihood of people accessing palliative care services.

There is significant variation within Lincolnshire in the mortality rates for many of the common chronic illnesses. The east coast, and specifically East Lindsey, has higher rates for cancer, diabetes, and respiratory and circulatory disease than for other areas of the county. People are living longer with poorer health, placing an increasing burden on care services.

There are also significant challenges to recruiting suitably qualified and experienced clinicians in Lincolnshire. It is already difficult, particularly in the areas of the county where demand for services is highest.



Key

-  Shops
-  Inpatient Buildings
-  Day Therapy



PUTTING AMBITIONS INTO ACTION

To achieve our clinical ambitions, we have developed five programmes of work that together will enable us to deliver the strategy.

PROGRAMME ONE: EFFECTIVE AND SUSTAINABLE

To improve cost effectiveness and value for money, improve quality and efficiency

This will include:

- Revising the clinical framework to support effectiveness, safety and assure quality of services
- Developing the workforce to meet increasing demand for services
- Developing our IT systems
- Increasing the awareness of our services and ensure easy access.
- Working with other organisations to support integrated palliative care across Lincolnshire.

PROGRAMME TWO: CONNECTED AND COORDINATED

Delivering palliative care that reflects the needs of communities requires effective leadership and coordination..

Our Palliative Care Coordination Centre has a proven ability to innovate, to change at pace and to implement new methods of working, supported by technology. They can provide a central point to maximise effective use of palliative care services across the system.

This will be a hub connecting community palliative care services and co-ordinating services from a range of organisations, to provide the people of Lincolnshire with access to a system wide approach to care.

This will include:

- Utilising technology to provide a single point of access to deliver care across Lincolnshire.
- Supporting other organisations and acting as an advisory on the development of end of life care services.

PROGRAMME THREE: INPATIENT CARE

There is limited resource for palliative care beds across the county and a lack of access to both specialist palliative care beds and also high quality end of life care beds for those who are unable, or do not choose, to remain in their usual place of residence at end of life.

We will collaborate with partner organisations and the wider public to develop solutions appropriate to each region to maximise the use and clinical impact of these facilities.

PROGRAMME FOUR: COMMUNITY SERVICE INTEGRATION

We will integrate our hospice at home and therapy services to provide a flexible and far-reaching community service. This will have the capacity to respond, be relevant and is as easy to use as possible for both patients and carers and professionals.

We will build on existing relationships, working closely with health and social care providers to develop strong trusting partnerships. We will collaborate to deliver high quality, integrated services that reduce duplication and improve outcomes, supporting people to live well.

PROGRAMME FIVE: WELLBEING AND FAMILY SUPPORT

We acknowledge that most people with life limiting illnesses live in the community; therefore this is the best environment in which to effect a positive change and impact on their wellbeing and quality of life.

The mental health and wellbeing of our patients is equally as important as their physical health in improving their quality of life and wellbeing.

Supportive social environments, relationships and rehabilitation improve health and wellbeing for the patient, as well as addressing the health and social impact of dying, care and bereavement.

Compassionate communities form an important strand in building social resilience that enables people to live well in their own environment, with less need to call on health and social care resources.



LET'S GET STARTED...

This is an ambitious plan of work that will take the organisation into the next decade. It will ensure that clinical services remain fit for the future of the people of Lincolnshire, whilst continuing to remain viable in a complex and ever changing system.

It will mean more local and integrated services to improve access and support to people, so they can remain as well as possible, for as long as possible. Delivering health care in the twenty-first century requires highly skilled, adaptable professionals that are able to meet the demands of change at pace and remain resilient.

We must ensure that we have the right workforce structure in place, and we acknowledge that this strategy cannot be delivered in isolation. We will need to maintain a flexible approach to the implementation.

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